

February 22, 1952

Dear Mr. President:

I have the honor to submit a report on the organization and work of the Psychological Strategy Board from the time of my appointment as Director in July, 1951, until the present time.

Please accept my apology for the delay involved, which has been due rather to pressure of duties than to neglect. I resumed my full responsibilities at the University of North Carolina on January first, and have also continued as a part time consultant to the Board and Director.

I am happy to inform you that the Board and its staff have filled a real need in our government and are now working with considerable promise of success.

In the first months of the Board's existence they have:

1. Stimulated activities within the government to develop a vigorous and successful psychological effort designed to further our national policies for peace and freedom.
2. Brought together the various agencies of government to concert their efforts in support of such policies.

This progress has been made possible by the cooperation of the Board members themselves and the staffs of the different departments and agencies, notably the Department of State, the Department of Defense and the Central Intelligence Agency.

Though this favorable start has been made, much remains to be done. I have had to leave to the new Director and his staff many problems of organization and procedure as well as the substantive problems which will always call for fresh thought and effort.

The experience to date has also suggested the necessity of some changes which I strongly recommend that you make at the earliest opportunity.

I wish to take this opportunity to record my appreciation of the help I have received from the officers of many government departments and agencies and of the loyal cooperation given me by the members and the staff of the Psychological Strategy Board.

I am indebted to members of the staff for assistance in the preparation of this report, and especially to Wallace Carroll, who also served as a consultant.

I would recommend to you publication of the attached document, other than the annexes, which are of a classified nature.

Respectfully,

s/ Gordon Gray

Gordon Gray

The President

The White House